

Ultimately, however, this is a minor criticism in a book that brilliantly illuminates both the reasons the world we live in is the way it is and the importance of understanding those reasons. And for those who hope to play even a minor or supporting role in shaping the outcomes of the events that will define the 21st century, understanding the root causes that have brought us to where we are today is indispensable.

## Contracting Community Highlights



**T**his issue's feature article highlights continued post Hurricane Katrina rebuilding by the U.S. Army Corps of Engineers (USACE) and the Federal Emergency Management Agency (FEMA). Continuing the Army humanitarian precedent of previous rebuilding projects, USACE and FEMA teamed with other agencies to supplement their contracting workforce. The Army team included the Army Contracting Agency-Northern Region, Facilities Engineering Team 28 and USACE. This team reported to the Baton Rouge (LA) Recovery Field Office ready to rebuild Southern University at New Orleans' (SUNO) campus. We appreciate the sacrifices made by our Soldiers and civilians in successfully accomplishing a project of such magnitude. Using innovative contracting methods, SUNO's new campus was reopened in record time for the spring semester with a Feb. 13, 2006, ribbon-cutting ceremony.



In addition to this feature article, we provide noteworthy news from our contracting organizations, including success stories and recognition of significant awards and contracting achievements.

We appreciate support from the field in providing material for publication, and we hope you find the submissions informative and interesting. If you need further information on any of the topics presented, contact Emily Clarke at (703) 604-7102 or [emily.clarke@hqda.army.mil](mailto:emily.clarke@hqda.army.mil).

### Ms. Tina Ballard

Deputy Assistant Secretary of the Army  
(Policy and Procurement)

## Rebuilding a University – A Collaboration of Professionals

Improbable circumstances and uncanny timing brought a most unusual and highly unlikely pairing of organizations to accomplish the monumental task of rebuilding a campus for Southern University at New Orleans (SUNO) in less than three months.

On Aug. 29, 2005, one of the most horrific natural disasters that the United States has ever encountered forever changed the landscape of southern Louisiana and Mississippi — Hurricane Katrina. The storm left tens of thousands displaced or homeless and unknown numbers lost their lives. The devastation remnants still linger. Although this event has lost its appeal with the news media, the truth remains that this region will be rebuilding for many years to come.

The U.S. Army Corps of Engineers (USACE), working under the direction of the Federal Emergency Management Agency, was charged with the daunting task of removing debris and rebuilding the affected regions of Louisiana and Mississippi. Early on, it was apparent that the sheer magnitude of the devastation, coupled with a severe shortage of contracting professionals — especially construction contracting experts — meant USACE would have to look to other Army agencies to supplement their contracting workforce.

The Army Contracting Agency-Northern Region answered the call by providing contracting professionals to assist in the



A contractor removes tree trunks uprooted during Hurricane Katrina as part of a massive effort by USACE to remove nearly 120 million cubic yards of debris — twice the amount collected during the Florida hurricanes in 2004. (U.S. Army photo by Daren Reehl.)



Woody debris is collected and turned into mulch at a USACE-contracted debris collection site in the aftermath of Hurricane Katrina. (USACE photo by George Stringham, St. Louis (MO) District Public Affairs Office.)

overall recovery effort. Robert Winne, Chief of the Engineering Construction Division, Fort Eustis (VA) Directorate of Contracting, was among those selected and reported to the Baton Rouge (LA) Recovery Field Office (LA-RFO.)

Also teaming with Winne at LA-RFO was the Facilities Engineering Team 28 (FET28) from the Facilities Engineer Center-Southeast, Decatur, GA. Led by Team Commander LTC Jerry Duncan and professional noncommissioned officers, FET28 brought quality assurance inspection services and in-depth construction knowledge to the monumental task awaiting them.

Immediately after arriving in Baton Rouge, Winne and FET28 were handed a project considered one of the most important and sensitive projects that USACE had accomplished since Hurricane Katrina recovery began. The project called for a temporary campus to be built on 10 acres of land complete with utilities, buildings, furnishings and infrastructure for SUNO. All structures on the original SUNO campus sustained severe water and wind damage from the hurricane. This compromised the integrity of all 11 buildings, cancelling the 2005 fall semester. Before Katrina, SUNO was home to approximately 3,500 students and faculty. It opened in September 1959 as an extension of the historically black university, Southern University A&M in Baton Rouge. Yet for the first time in 46 years, this university, rich in tradition and culture, faced one of its biggest challenges.

SUNO administration officials were hoping classes for the Spring 2006 semester could begin as scheduled in mid-January. Since it was already mid-November with no work yet started, the task appeared to be impossible to accomplish. Starting from scratch, Winne and FET28 developed a comprehensive procurement and construction strategy including a complete site infrastructure plan for utilities to

include water, electricity, telephone and sewer; parking lots and access roads; modular buildings; information technology (IT) infrastructure; and classroom furnishings for each building. Working with the New Orleans Small Business Administration staff, Winne screened potential 8(a) contractors for the project's extremely aggressive completion schedule. Soon, the site work phase contracts were ready for the modular buildings that would provide classrooms, administrative offices, computer labs, a health clinic, a dining hall and restrooms. Additional contracts were administered for furnishings (desks, chairs and blackboards) and IT for the new state-of-the-art campus with computer, voice and data capabilities.

Four primary contracts were awarded — two to 8(a) firms, one to a small business and one to a large business. More importantly, all four contracts adhered to the *Robert T. Stafford Disaster Relief and Emergency Assistance Act*, which gives preference to organizations, firms or individuals residing or doing business primarily in areas distressed by a major disaster or emergency. In the end, those 7-day workweeks and 12-plus hour workdays by Winne, FET28 and the four Louisiana contractors culminated with the February 13 ribbon-cutting and marked a new beginning for SUNO and Southern Louisiana student body and faculty.

### Army Engineers Complete Fort Bliss Modular Force Facilities in Record Time



**US Army Corps  
of Engineers**®  
Fort Worth District

The U.S. Army Corps of Engineers Fort Worth, TX, District has completed a significant project by building and designing temporary Modular Force Unit of Action facilities at Fort Bliss, TX, ahead of schedule.

The contract, awarded for roughly \$1.62 million to Clark Design Build Limited Liability Co. of Tampa, FL, in July 2005, was completed three to six weeks ahead of contractual completion dates. The project was to design and build site utilities and infrastructure, including brigade and battalion headquarters (HQ), company operations, administration and unit storage facilities, barracks, dayrooms, laundry facilities, arms vaults, vehicle maintenance complexes and a dining facility. At the beginning of the contract, everyone involved agreed that the Army's schedule was aggressive, but government and contractor teamwork prevailed for a successful outcome.

## Project Phasing

The contract had four work phases. The first three were geographic in nature, allowing for phased occupancy as buildings are completed and accepted.

- Phase 1 — Site utilities and infrastructure completed Feb. 21, 2006: 1 brigade and 3 battalion HQs, 20 company operations, 2 administration and 8 unit storage facilities, 150 barracks for 900 Soldiers, 4 dayrooms, 4 laundry facilities, 32 arms vaults and 2 vehicle maintenance complexes (VMC.)
- Phase 2 — Completed March 3, 2006: 3 battalion HQs, 12 company operations, 5 administrative and 7 unit storage facilities, 154 barracks for 924 Soldiers, 5 dayrooms, 5 laundry facilities, 32 arms vaults and 1 vehicle maintenance complex.
- Phase 3 — Completed March 24, 2006: 108 barracks for 648 Soldiers, 4 dayrooms, 4 laundry facilities and 2 VMCs.
- Phase 4 — Though the contract completion date for the dining facility was March 26, 2006, the Project Delivery Team met an earlier projected goal and finished by Feb. 21, 2006.

Some of the barracks, laundry facility and dayroom projects were delayed by a work suspension imposed by a Government Accountability Office protest. However, the issue was resolved and these facilities were completed by May 6, 2006.

For more information, contact John Rodgers at (817) 886-1160 or [john.h.rodgers@swfo2.usace.army.mil](mailto:john.h.rodgers@swfo2.usace.army.mil).

## Training the Force

*Steven C. Froniabarger*

Training the force is a priority for Marlene Cruze, Executive Director of the Acquisition Center (AC) for the U. S. Army Aviation and Missile (AMCOM) Life Cycle Management Command at Redstone Arsenal, AL. Cruze understands that military and civilian training is critical to enhance the acquisition workforce's skills, abilities and operational capacity, and that workplace, command and Base Realignment and Closures, along with budget reductions, have adversely impacted many traditional training methods. Expensive training costs, travel fund shortages, increased workloads and time away from the office have made it difficult to use the course offerings at the Defense Acquisition University (DAU), Fort Belvoir, VA,

and the Army Logistics Management College, Fort Lee, VA. Cruze sees all AMCOM AC employees as candidates for training, regardless of their grade. She considers it her obligation to do the most with the resources allocated to train each employee to his or her full potential. "That's not a goal, that's a mandate for survival," according to Cruze's philosophy.

The acquisition process has been evolving for some time now. There is concern that managers and team leaders are engulfed in a whirlwind of change causing them to lose their grasp while performing an ever-increasing number of tasks. With this in mind, Cruze established the Acquisition Center University (ACU) in April 1999, as a formal on-the-job site education center at AMCOM. ACU focuses on a well-educated, multifunctional, empowered acquisition workforce through quality and timely workplace-relevant education. It uses the expertise of AMCOM acquisition practitioners and external subject matter experts. ACU instructors and lesson plans are screened to ensure that training is relevant to the workplace and that every training candidate is evaluated for strengths and critical shortfalls. They have a mandate to deliver their respective skills in a real-world context — experienced practitioners training other practitioners.

The ACU curriculum developed more than 140 possible acquisition topics determined through acquisition reform assessments, evolutions in electronic contracting procedures, inspector general observations, independent/individual recommendations, and management recommendation and direction. The need for workplace-relevant training is universal and, without question, vital for the ever-changing workplace. The ACU is providing classes for Lean and Performance-Based Logistics and hands-on computer classes for Wide Area Work Flow. This training diversity and frequency provides the AMCOM acquisition workforce with another forum to earn their 80 continuous learning points (CLP) required by the Under Secretary of Defense for Acquisition and Technology. Under Cruze's leadership, the ACU continues its success, growth and comprehensive training mandate, which has been the ACU's driving force since the beginning.

The ACU averages four classes per month with more than 30 students per class. During FY05, 52 classes were held for more than 1,560 students, with more than 4,680 CLPs awarded as a direct result of course completion.

The ACU has received DAU endorsements. Additionally, other commands have modeled their training programs after ACU successes. It has maximized AMCOM AC employee empowerment, developed a focused practical training program and honed a corps of well-rounded and knowledgeable

specialists who are forged into an efficient, effective, customer-focused workforce. Cruze's ACU is a valuable asset for AMCOM, as well as a major catalyst for significant process innovations and exchange of ideas.

*Steven C. Froniabarger is an AMCOM Contracting Specialist at Redstone Arsenal.*

## **New Senior Leadership Development Program Launched**

*Kimberly Buehler and Christine Rimestad*

With nearly two-thirds of the Army's contracting workforce eligible for retirement over the next five years, leader development is critical and one of the hottest topics in human resource planning. Developing a cadre of trained and ready professionals to assume key leadership positions is an integral component of maintaining the Army's strategic readiness. To meet this need, the Deputy Assistant Secretary of the Army for Policy and Procurement (DASA(P&P)), the Office of Procurement Policy and Support, and the Contracting Career Program Office partnered with the Office of Personnel Management's Federal Executive Institute (FEI) to develop the Senior Leadership Development Program (SLDP). This 18-month program targets Army contracting professionals in grades GS-14/-15 or NH-IV. Seventeen contracting managers were competitively selected to participate in the initial cohort that began Sept. 26, 2005.

The SLDP curriculum focuses on developing core leadership competencies, alternates learning between the classroom and the broader world outside, and is customized to each student's professional development needs. The program also includes a unique, focused training element that examines Army acquisition and contracting issues as a complement to the leadership program.

The SLDP rests on the premise that values-based leadership is essential in a democratic society, and it draws on the latest research in leadership development. That research shows that leadership competencies are best enhanced through an ongoing cycle of assessment, challenging work assignments and learning opportunities, as well as support from mentors and coaches in the workplace. The research also demonstrates the power of mixed learning methods, such as reading, case studies, role playing, simulations and field experiences, in fostering leadership learning.

The SLDP's classroom component periodically brings students together for formal instruction and interagency learning at FEI's campus in Charlottesville, VA, and at other locations in Washington, DC. After the initial program orientation, students participate in a Leadership Assessment Experience, a Strategic Leadership Seminar, a Focused Skills Seminar, individual learning classes and guest speaker seminars.

Another significant program component is that each SLDP participant will have an assigned mentor. Mentors represent Senior Executive Service members and general officers serving within DOD. FEI conducts formal training for the mentors that establishes a common understanding about program goals, expectations and requirements.

Learning activities outside the classroom involve a mix of individual and small-group work. The on-the-job component includes a mentor, a faculty coach, developmental assignments, team projects, leadership forums, field experiences, focused reading and Web-based learning opportunities. Students work closely with their mentors and FEI's leadership coaches to develop and track progress against their specific Leadership Development Plan, which requires students to identify goals, formulate strategies to overcome challenges and recognize personal strengths and barriers to individual leadership growth.

The SLDP prepares graduates for Army senior executive positions. After completing all classroom assignments/courses and on-the-job training, each student prepares a written



Pictured left to right (L-R) in the front row are Nancy Myrick, Ann Scotti, Michelle Currier, Beverly Thomas, Suzanne Anderson and Dr. Gail Funke (FEI Faculty). Second row (L-R): Lenneia Jennings, Frank Ruzicka, Stephen Carrano, Sylvia Youngman and Harry Shank. Third row (L-R): Michael Gallagher, Cheryl Deluca, Patricia Fox and Angela Billups. Fourth row (L-R): April Miller, Harry Hallock and Kathy Harvey. (Photo courtesy of FEI.)

leadership philosophy statement that articulates his or her personal leadership philosophy. Students graduate from the SLDP with a fully developed philosophy — and toolkit — of how they will leverage their individual business acumen and communication skills to lead people, projects, programs and organizations. SLDP graduates will have demonstrated that they possess the advanced skills needed to serve in the executive-level positions for which they are expected to compete and help the contracting community achieve operational mission success.

The DASA(P&P) congratulates the following individuals on their selection and acceptance into the Contracting and Acquisition SLDP:

Suzanne M. Anderson — U.S. Army Communications-Electronics Life Cycle Management Command (LCMC) Acquisition Center (AC), Fort Monmouth, NJ.

Angela Billups — U.S. Army Contracting Agency (ACA), Contracting Center of Excellence, Washington, DC.

Stephen J. Carrano — ACA-Information Technology E-Commerce and Commercial Contracting Center, Alexandria, VA.

Michelle M. Currier — ACA-HQ, Falls Church, VA.

Cheryl A. Deluca — U.S. Army Research, Development and Engineering Command (RDECOM) AC-Natick, MA.

Patricia J. Fox — RDECOM AC-Durham, NC.

Michael M. Gallagher — U.S. Army Materiel Command (AMC), Fort Belvoir, VA.

Harry P. Hallock — TACOM LCMC, Warren, MI.

Kathy C. Harvey — TACOM LCMC, Anniston Army Depot, AL.

Lennea R. Jennings — ACA-Southern Region (SR), Fort McPherson, GA.

April J. Miller — AMC, Fort Belvoir.

Nancy Myrick — DASA(P&P), Office of Procurement Policy and Support, Arlington, VA.

Frank A. Ruzicka III — TACOM LCMC, Warren.

Ann F. Scotti — DASA(P&P)

Harry F. Shank — National Guard Bureau, Arlington.

Beverly Y. Thomas — ACA-SR.

Sylvia R. Youngman — U.S. Army Field Support Command, Logistics Civil Augmentation Program, Rock Island Arsenal, IL.

*Kimberly Buebler is the Civilian Recruitment Programs Manager in the Contracting Career Program Office (CCPO), U.S. Army Acquisition Support Center (USAASC), Fort Belvoir, VA.*

*Christine Rimestad is the Competitive Professional Development Program Manager in the CCPO, USAASC.*

### Working on the FAR Acquisition Strategy Team

*Diane House*

While on an HQDA developmental assignment recently, I had an opportunity to be an ad hoc working member on the *Federal Acquisition Regulation (FAR)* Acquisition Strategy Team. It is encouraging to know there are government employees working as volunteers who are so committed to successfully implementing statutes, executive orders, DOD policy and regulatory directives in the *FAR* and *Defense Federal Acquisition Regulation Supplement*.

The foundation of our rule-governing system is built on the supervisor's generosity and their subordinates' unselfishness in performing these mission-critical tasks. The work is not artificial, it is not imaginary; it's physical, verifiable and essential. The business cases; *Federal Registry* submissions; public comment analysis and review; proposed, interim and final rules; and weekly council meetings are all very real. They significantly engage these individuals' talents and minds as they balance the workload associated with every event alongside their insurmountable, continuously mission-creeping internal professions. Yet, these unselfish individuals serve as Army and other DOD organizations' experts for procurement policy and support while their council and committee work falls into the "other duties as assigned" category.

Their personal commitment and loyalty to the profession is truly inspirational as they author, implement and maintain federal-governmentwide or DOD-wide policy governing supplies and services acquisition. Ultimately, the contracting officers' guidance benefits the entire Career Program 14 communities. What these elite professionals accomplish is astounding. They aggressively demonstrate the highest quality work ethic and earnestly seek ways to become more efficient, effective and quality centered in performing contract compliance business with legislation, executive orders and policy directives.

*Diane House is a National Training Center (Fort Irwin, CA) Procurement Analyst participating in the Deputy Assistant Secretary of the Army's (Policy and Procurement) developmental assignment program.*

### **Army Materiel Command (AMC) Frank S. Besson Jr. Procurement Excellence Awards Presented**

The 2005 Frank S. Besson Jr. Procurement Excellence Awards were presented by Kathy Szymanski, Executive Deputy to the Commanding General (Acting), at the AMC Principal Assistant Responsible for Contracting (PARC) Conference in Natick, MA, March 17, 2006. The Besson Awards feature four categories to recognize contracting professionals for exceptional contributions to AMC contracting success. Congratulations to the following award recipients:



(From left): Ric Kelemen, Deputy CELCMC PARC; Dan Mehney, TACOM PARC; MAJ Michelle A. Sanner; Jeffrey P. Parsons, Director, AMC Office of Command Contracting; Amy Sentner, RCIED CREW Team; Mike Hutchinson, Deputy AFSC PARC; Lynn DeRoche; Mark Mower; and Kathy Szymanski. (U.S. Army Soldier Systems Center photo by Richard Walunas.)

**Civilian Careerist** — Lynn E. DeRoche, U.S. Army Tank-Automotive and Armaments Life Cycle Management Command (TACOM LCMC).

**Military Officer** — MAJ Michelle A. Sanner, TACOM LCMC.

**Civilian Intern** — Mark E. Mower, U.S. Army Field Support Command (AFSC).

**Contracting Team** — Counter Remote Controlled Improvised Explosive Device (RCIED) Electronic Warfare (CREW) Contracting Team, U.S. Army Communications-Electronics LCMC (CELCMC).

### **CELCMC Honors SEF and SBLM Graduates**

The U.S. Army Communications-Electronics Life Cycle Management Command (CELCMC), Fort Monmouth, NJ, congratulates the following graduates of the Harvard University Program for Senior Executive Fellows (SEF) and the Sustaining Base Leadership and Management (SBLM) program.

SEF	Kathrine Freeman
SBLM	Brendon Burke Barbara Hansen Jenni Kalapacs
SBLM non-resident program	Claudia DeCarlo Cyndi Geiss Michaela Simmons

For more information about the SEF or SBLM, contact Kimberly Tedeschi, CELCMC Acquisition Center at DSN 987-1428.

### **Banner Year for Redstone Arsenal Competition**

Among other things, the Redstone Arsenal, AL, Competition Management Office (CMO) tracks Team Redstone's competition goals and accomplishments. Final FY05 statistics show it was a great year for competition. The arsenal exceeded its Team Redstone goal of 17.3 percent finishing the year with a 24.8 competition rate. This is the highest rate since 1999, but arsenal contracting personnel believe there's still room for improvement.

To generate even more competition, CMO simplified the *Source Approval Request (SAR)* procedures by developing the *Standard Aviation and Missile Source Approval Request (SAM-SAR)*. This form combines the *Comprehensive Automated Process for Source Approval Request* and *Qualification Procedures for Missile Requirements*. This new standard procedure will provide an automated, paperless process for generating and submitting *SAR* information. *SAMSAR* will provide a simple interface that will step users through the *SAR* submittal process based on aviation and missile part numbers or National Stock Numbers listed in the Competition Advocate's Shopping List active and/or historical parts database. Instructions and a checklist of required documents have been developed. The contractor will be able to send e-mails and view any pending *SAR*. A point of contact list has been generated and sample documents created as a guideline. This new method will speed up the qualification process allowing a more competitive environment.

For information on your office's competition performance, visit the CMO home page at <http://www.redstone.army.mil/cmo> or contact Cathy Richardson at DSN 746-1507 or [catherine.richardson@us.army.mil](mailto:catherine.richardson@us.army.mil) for details.

### **U.S. Army Military Surface Deployment and Distribution Command (SDDC) Acquisition Center Update**

**Principal Assistant Responsible for Contracting (PARC):**  
Francis Giordano

The SDDC supports the following major organizations:

- DOD
- U.S. Army
- U.S. Navy
- U.S. Air Force
- Defense Logistics Agency
- Defense Commissary Agency
- Army & Air Force Exchange Service

#### **Commodities, Supplies and Services**

SDDC provides distribution services for DOD via worldwide passenger and cargo distribution.

#### **Personal Property Inspection Contract**

After Hurricane Katrina, SDDC contracting officer Cathy Keith teamed with SDDC's Personal Property Division to develop a Performance Work Statement for the inspection, salvage or disposal of personal property shipments warehoused

in Biloxi and Gulfport, MS; Mobile, AL; and New Orleans, LA. The household goods and unaccompanied baggage shipments belonged to military members and civilian employees in a permanent change of station status.

Using a cascading set-aside, Keith issued a combined synopsis and solicitation Oct. 19, 2005. Using the trade-off process, she awarded a \$2.4 million firm-fixed-price requirements contract to a HUBZone contractor Geo Consultants 33 days later on Nov. 22, 2005. Geo Consultants inspected 3.5 million pounds — 419 personal property shipments altogether — owned by DOD, Army, Navy, Air Force and Coast Guard personnel. All salvageable property was cleaned, restored or repaired, repackaged into new containers and placed back into storage or prepared for shipment to final destination. The task orders were completed five months ahead of schedule at \$600,000 under budget.

### **U.S. Army Contracting Agency-Northern Region (ACA-NR) Update**

PARC: Joann Langston

ACA-NR supports the following major organizations:

- ACA-NR
- Installation Management Agency
- U.S. Army Training and Doctrine Command (TRADOC)
- U.S. Army Forces Command (FORSCOM)
- U.S. Army Medical Command (MEDCOM)

#### **Commodities, Supplies and Services**

ACA-NR provides installation contracting, TRADOC and FORSCOM mission contracting and MEDCOM nonmedical contracting for numerous organizations and commands.

#### **Disaster Relief Operations**

ACA-NR sent several contracting officers to Louisiana and Mississippi to support the Federal Emergency Management Agency (FEMA) and the U.S. Army Corps of Engineers (USACE.) Also, ACA-NR placed basic order agreements for relocatable buildings at the Northern Region Contracting Center that were used by USACE and FEMA for Hurricane Katrina disaster relief efforts.

#### **Ultrafast Contracting**

When the Institute of Heraldry (IOH) was unable to meet the timeline delivery of guidons and colors for the 4th

Brigade Combat Team activation ceremony, the ACA-NR Fort Riley, KS, Directorate of Contracting (DOC) Commercial Items staff procured the items through an IOH-approved vendor with delivery just in time for the ceremony.

### Success Story

Kandi McDonald and Ruth Ann Smith of the ACA-NR Aberdeen Proving Ground, MD, DOC were recognized by BG James Moran, Commander, Program Executive Office Soldier in an awards ceremony Feb. 15, 2006. They were cited for their outstanding duty performance as contracting officers in the development and completion of the Soldier Systems Test Facility at Mulberry Point. The project included construction of 10 new buildings and the refurbishing of 15 others.

### DAR Council Corner

#### *Defense Federal Acquisition Regulation Supplement (DFARS) Committee Annual Awards*

DFARS has announced the winners of their annual Outstanding Performance Awards for excellence in DFARS committees. Categories include outstanding chairperson for sustained exceptional performance, outstanding member for sustained exceptional performance and outstanding member for exceptional effort on a particular case. The certificates of achievement recognize committee members in the same categories.

DFARS committee members recognized for outstanding performance:

Steve Jaren, HQDA, the outstanding ad hoc committee member, for exceptional effort on a particular case — Contractor Personnel Supporting a Force Deployed Outside the U.S.

Felisha Hitt, HQ, Defense Contract Management Agency, for outstanding Chairperson of the Contract Administration Committee.

Harry Lupuloff, HQ, Department of the Air Force, for sustained exceptional performance as a Patents, Data and Copyrights Committee member.

Committee members awarded DFARS Certificates of Achievement:

Vera Davis, for exceptional leadership as the Chairperson and Army member of the Information Technology Committee.

Christine Poston, for exceptional leadership as Chairperson and Defense Logistics Agency (DLA) member of the Debarment, Suspension and Business Ethics Committee.

Richard Gray, for exceptional leadership as the Chairperson and Air Force member of the Patents, Data and Copyrights Committee.

Darrell Hollis, for exceptional performance as the Navy member of the Patents, Data and Copyrights Committee.

Ynette Shelkin, for exceptional sustained performance as the DLA member of the Contract Placement Committee.

Susan Orris, for exceptional performance as the Army member of the Contract Finance Committee regarding DFARS case — Incremental Funding of Fixed-Price Contracts.

*This information is provided by DAR Policy Board Member Barbara Binney, (703) 604-7113.*

## ALTESS News

### PM ALTESS Makes USAASC Teleworking Easy

*Shirley Williams*

The Product Manager Acquisition, Logistics and Technology Enterprise Systems and Services (PM ALTESS) contributes to the U.S. Army Acquisition Support Center (USAASC) teleworking program in two ways:

- Building a telework solution that includes a secure remote connection to the network resources, which enhances the teleworker experience.
- Creating a disaster recovery component for continuity of operations during emergencies.